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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Strategic Planning - The External Perspective

82-1669/4

FROM

Director, Office of Planning  
Intelligence Community Staff, BW-09 CH

EXTENSION

NO.

25X1  
25X1

DATE

27 October 1982

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. D/ICS  
6S-03 CHB

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REF: ER 82-1669

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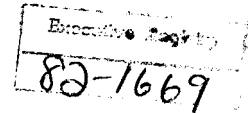
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DCI/ICS 82-4238  
7 JUN 1982

MEMORANDUM FOR: Director of Central Intelligence

THROUGH: Deputy Director of Central Intelligence

[Redacted]

Director, Intelligence Community Staff

*Handwritten signature*  
23 JUN 1982

25X1

FROM:

[Redacted]

Director, Office of Planning

25X1

SUBJECT: Strategic Planning - The External Perspective

1. Action Requested: Your approval of the proposed external strategic planning project.

2. Discussion: The Office of Planning proposes to conduct a separate, parallel and unclassified planning effort with the private sector that will supplement the Intelligence Community's internal long-range planning program. To date, our embryonic planning experience has relied on internal sources to define the economic, technological, and geopolitical climate in which the Community will operate over the next ten to twenty years. The internal planning exercise represents a significant step forward in identifying future changes and coordinated responses, but any effort of this importance needs a means of objective verification which only an external perspective can provide.

3. Our intention is to leverage the planning experiences of some of the more successful firms representing the range of commercial activities. The private sector, because of its competitive nature, is more opportunity driven than the public sector, and thus more accustomed to anticipating the future in formulating its investment strategies. A planning effort such as this also would draw upon the experiences of some of the more successful practitioners.

4. To launch this effort, we are proposing to hold a one-day conference, to be hosted by you, to which we would invite senior planning officers from approximately one dozen commercial enterprises. The conference would begin mid-morning with remarks by you on the current challenges of national concern and the obvious need to plan for the future. We would follow this with an unclassified review of Community planning efforts to date, and our objectives for the conference. Following lunch, we would solicit comments on the substance of our efforts as well as its methodology. We would follow through at a later date with individual meetings, depending on our initial talks, where we would discuss each firm's views of their future challenges, and how they propose to respond to them. The conference and follow-up meetings will be unclassified, but the information we receive will be treated as proprietary and company sensitive.

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5. We intend to pose the following broad questions to the planning officers:

- a) What changes of a major (revolutionary) nature do you see in the 1985, 1990, and 1995 time horizons that will impact on your industry? (Two to three examples for each period.)
- b) How does your firm/industry propose to respond to these developments?
- c) What impact will these changes have on the national interest?

6. The responses will permit us to answer the following questions which parallel those that underlie the Capabilities Study:

- a) Are the revolutionary issues predicted for the private sector likely to impact on the national security either directly or indirectly?
- b) Will the private sector develop the capabilities to cope with these changes, or will the Intelligence Community be required to make separate and distinct investments?

7. Should you approve of this project, we suggest holding the conference on a day convenient to you sometime this summer. We believe that the major planning points have been covered, but would be pleased to incorporate any suggestions you might have. Annex A contains a list of candidate firms from which we will select twelve; please indicate any preferences you might have from the list or in addition to it. Annex B is a draft letter of invitation; please indicate any chief executive officers you wish to have addressed by their first names.

8. We believe that this external perspective will provide the Community valuable insight into global issues and competing alternative strategies for addressing them. We are confident that the Intelligence Community has identified issues of great importance to national security concerns, but we would be remiss in our responsibilities if we did not seek this independent verification. In addition, the private sector's future investment strategy will help us define our investment strategy in terms of the degree we rely on internal resources only, or whether we will be able to capitalize on industrial efforts as well.

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9. Recommendation:: That you approve the proposed external strategic planning project, the list of candidate firms (Annex A), and the draft letter (Annex B) to be sent to each of the selected firms.



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Attachments: a/s

APPROVED:

/s/ William J. Casey  
Director of Central Intelligence

01 JUL 1982  
Date

DISAPPROVED:

\_\_\_\_\_  
Director of Central Intelligence

\_\_\_\_\_  
Date

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SUBJECT: Strategic Planning - The External Perspective

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DCI/ICS/OP  (7 Jun 82)

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## ANNEX A

The following companies are offered as a representative sampling of the range of industries we propose to survey and from which we intend to select twelve participants. We would be glad to include any firms from this list, or in addition to it, that you might wish to see invited. Please indicate if there are any chief executive officers you wish addressed by their first names in the invitation.

<u>Category &amp; Firm</u>	<u>Would Like to See Invited</u>	<u>CEO's First Name</u>
Food:		
General Mills	_____	_____
Chemical:		
W. R. Grace	_____	_____
Allied Chemicals	_____	_____
Metals and Mining:		
Aluminum Company of America	_____	_____
Aerospace:		
Lockheed	_____	_____
Boeing	_____	_____
Office Equipment/Computers:		
Control Data Corporation	_____	_____
DEC	_____	_____

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<u>Category &amp; Firm</u>	<u>Would Like to See Invited</u>	<u>CEO's First Name</u>
Industrial Equipment:		
Cincinnati Milacron	_____	_____
Teledyne	_____	_____
Deere	_____	_____
Finance:		
Chase Manhattan	_____	_____
Merrill Lynch	_____	_____
Energy:		
Mobil	_____	_____
Standard (Illinois)	_____	_____
Electronics:		
General Electric	_____	_____
Motorola	_____	_____
Intel Corp	_____	_____
Construction:		
Bechtel	_____	_____
Measuring/Scientific:		
Hewlett-Packard	_____	_____
Raytheon	_____	_____
Perkin-Elmer Corp	_____	_____
Communications:		
AT&T	_____	_____

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ANNEX B

Dear \_\_\_\_\_:

I am writing to you to ask for your assistance in a matter that is of great concern to me as the Director of Central Intelligence--the need for long-term, strategic planning. To date, our strategic planning efforts have been internal ones, but I believe that we are at a point where we would benefit greatly from an external perspective.

Your firm is a leader in its field to a great extent because you have elected to anticipate the future rather than respond to it. We would like to utilize this experience in conducting our own planning effort for the 1985, 1990, and 1995 time horizons. I would like to invite you and/or the head of your strategic planning office to meet with members of my staff and me for a one-day conference on ( date ) in Washington, D.C. We propose to discuss our planning objectives with several industry representatives we have invited.

I am hopeful that these meetings will be of great benefit to us, and of some value to you. If you can help us in this matter, please have your office contact  my project officer, on  STAT

Sincerely,

William J. Casey